Tennessee Investing in Innovation (i3) Grant Application: 2012 School Openings

$6.8 Million in Funding for Charter Operators to Turnaround Existing, Academically Unacceptable Public Schools in Memphis or Nashville

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Section 1. Grant Overview. The **Tennessee Achievement School District (ASD)**, in conjunction with **New Schools for New Orleans (NSNO)**, is pleased to announce **$6.8 million** available in funding to be awarded to charter operators toward the <u>**turnaround**</u> of an existing, academically unacceptable public school in **Memphis** or **Nashville**. These funds are made available through a larger Federal Department of Education i3 grant to NSNO, TASD and the Louisiana Recovery School District called "*Scaling the New Orleans Charter Restart Model*."

The goal of the grant is to "build the permanent infrastructure and capacity to replace persistently low-performing schools with charter restarts executed by high-performing charter organizations." Operators applying for i3 funding must prepare to open their school beginning the 2012-13 school year and must either possess or be in the process of obtaining a charter to open a charter school in Memphis or Nashville for the 2012-13 school year.

> **Application Posted Date**: August 1st, 2011
> **Closing Date for Applications**: October 7th, 2011 by 4pm Central
> **Contact for Questions**: Laura Encalade, First to the Top Team, laura.encalade@tn.gov . *All questions will receive a response within 24 hours.*

Section 2. Available Funding Categories and Applicant Requirements. Schools and charter management organizations (CMOs) can apply for one of three types of awards through this application process.

Award Categories and Applicant Eligibility Requirements

Additional details are contained in Sections 3 and 4 regarding applicant and grant eligibility.

Operator Type	Eligible applicants	Application requirements	Estimated award
Type A	Any new operator (not currently operating any schools in Tennessee) • Organizations currently operating schools in Tennessee that do not meet effect size eligibility requirements may not apply at this time • Organizations currently operating schools in Tennessee that do not have sufficient TCAP data may not apply at this time	• Must have an approved charter or have submitted a letter of intent to open a charter in 2012 (if application is denied or revoked, funding will cease) • Must commit to turnaround of a failing school • Must commit to serving all students enrolled at turnaround school for the specified grades served by charter according to "roll-out" schedule in charter • Must commit to operating an open enrollment school that *serves all students* in the Achievement School District (ASD)attendance zone in either Memphis or Nashville • Must commit NOT to implement any academic selection or exit requirements • School leader must be identified at the time of the application and be available for interview in late October • School leader must have at least two years of experience as a leader with management responsibility (assistant principal equivalent or above strongly preferred) at a high-performing organization. • School leader must have been responsible for significant student achievement gains teaching a high-poverty population	• Up to $800,000 over 18 months. Funds available for incubation year (8/15/11-6/30/12) and the first 6 months of new school's operation (7/1/12-12/31/12). • Funds are available for school leadership personnel as well as other school startup costs

Operator Type	Eligible applicants	Application requirements	Estimated award
Type B	Operator currently running ONE school in Tennessee • *Freedom Prep* • *Memphis College Prep* • *New Vision* • *Promise Academy* • *Soulsville Charter School* • *STAR Academy* • *Veritas College Prep* **PLEASE NOTE:** **Operator must meet learning effect size criteria (released in mid-September) to be eligible – See Section 4.**	• Must have an approved charter, charter extension, or an intent to apply for a charter for 2012 (if application is denied or revoked, funding will cease) • Must commit to turnaround of a failing school • Must commit to serving all students enrolled at turnaround school for the specified grades served by charter according to "roll-out" schedule in charter • Must commit to operating an open enrollment school that *serves all students* in Achievement School District (ASD) attendance zone in either Memphis or Nashville • Must commit NOT to implement any academic selection or exit requirements • School leader must be identified a the time of the application and be available for interview in October • *Operator must meet learning effect size criteria to be eligible – see Section 4.*	• Up to $900,000 over three years; 1 incubation year (8/15/11 – 6/30/12) and 2 years of operations (7/1/12 – 6/30/14) • Funds are available for school leadership and central office personnel only
Type C (2 to 4 schools)	Operator currently running 2-4 schools in Tennessee • *City University* • *KIPP Nashville* • *KIPP Memphis* • *LEAD Public Schools* • *Memphis Academy of Health Sciences* • *Memphis Business Academy* • *Omni Schools* • *Power Center* **PLEASE NOTE:** **Operator must meet learning effect size criteria (released in mid-September) to be eligible – See Section 4.**	• Must have an approved charter or have submitted a letter of intent to open a charter in 2012 (if application is denied or revoked, funding will cease) • Must commit to turnaround of a failing school • Must commit to serving all students enrolled at turnaround school for the grades served • Must commit to operating an open enrollment school that *serves all students* in the Achievement School District (ASD) attendance zone in either Memphis or Nashville • Must commit NOT to implement any academic selection or exit requirements • School leader must be identified a the time of the application and be available for interview in late October • *Operator must meet learning effect size criteria to be eligible – see Section 4.*	▪ Up to $1,000,000 over three years: 1 incubation year (8/15/11 – 6/30/12) and 2 years of operations (7/1/12 – 6/30/14) • Funds are available for school leadership and central office personnel only

Section 3. Applicant Eligibility. Operators applying for these funds must meet *all* of the following requirements as specified, regardless of the type of funding being applied for:

- **The charter operator is approved to open a charter in 2012 either through the granting of a new charter or the amending of an existing charter.** (If applications will be submitted or approvals are pending at time of grant application submission, operators may still apply; if a selected operator fails to achieve charter approval, funding will cease.)

- For the grades it serves upon opening, **the charter operator commits to serving all students currently enrolled in the failing school who wish to attend the new charter school**. (For example, if the new charter school is opening K-5 and replacing a K-8 school, the new operator/school must agree to serve all students attending grades K-4 the previous year.)

- **The charter operator commits to operating an open-enrollment charter school** that fills all openings by *enrolling any pupil* who applies and is a resident of an ASD attendance zone in Memphis or Nashville. In addition, the charter operator commits to forgoing any selection criteria for admissions or as an exit requirement at the new school site.

- **For Type A and B applicants** *(those wishing to start a brand new startup school/CMO or those expanding from a single site)*, **the organization's leader must be identified at the time of** application and must be available for interviews. It is also required that Type C applicants currently operating 4 schools or fewer also have an identified school leader at the time of application. (See Selection Rubrics in Section 7 for details.)

- **For 2012-13 openings, existing operators (Type B and C) must meet the required i3 learning effect size to be both eligible for application and award.**
  - o Only charter school operators that achieve a statistically significant effect size of .1 or higher in reading or math (with neither reading nor math being statistically significant and negative) are eligible to apply. (See 2012-13 i3 Eligibility attached as in APPENDIX.)
  - o For charter school organizations operating more than one school, ALL schools operated must achieve a statistically significant effect size of .1 or higher in reading or math (with neither reading nor math being statistically significant and negative) for the operator to be eligible to apply. (See 2012-13 i3 Eligibility attached as APPENDIX.)

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Section 4. Application Evaluation Criteria

- **For OPEN ENROLLMENT/NO EXIT CRITERIA operators applying for funding Types B and C**, the ASD will evaluate applicants on the following criteria (see the Selection Rubric in Section 7 for more details):

  ➢ **Effect Size Data Analysis** *[50% of applicant score and a requirement for i3 application and award]* The Center for Research on Education Outcomes (CREDO) from Stanford has been contracted as the external i3 evaluator to conduct a quasi-experimental data analysis of applicant's test scores. This quasi-experimental study involves an analysis of longitudinal student-level achievement for students in applicant charter schools and results in an i3 Effect Size score for each charter school.

  (For a full description of the Effect Size Data Analysis application rubric, see Section 7. For a full list of schools eligible for 2012 School Opening Application based on i3 Effect Size, see APPENDIX. Effect size data will be available on 9/20/2011. For additional detail on the i3 Effect Size assessment and methodology, go to the First to the Top website at http://www.tn.gov/firsttothetop/ beginning August 15, 2011.

  PLEASE NOTE*: Because at least 1 full year of student testing data under the current operator is required to conduct the i3 Effect Size assessment, only schools and CMOs with at least 1 school with 1 full year of academic state testing data are eligible to apply as Type B or C schools. Schools without the required data will not receive an i3 Effect Size.*

  ➢ **CMO Readiness to Expand** *[50% of applicant score]* The ASD will also evaluate the charter operator's capacity to scale. Specifically, we seek to ensure that the operator has a leadership team in place to open an additional open-enrollment charter school of sound design – as well as the requisite central office support to manage multiple schools. (For full description of the readiness to expand, see Section 7.)

- **For operators applying for funding Type A schools**, the ASD will evaluate applicant solely on their *Readiness to Open*. Specifically, we seek to ensure that the operator has a leadership team and structures in place to sustain the success of a turnaround school. For full description of criteria assessed under *Readiness to Open*, see Section 7.)

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Section 5. Application Timeline and Selection Process

Date	Selection Milestone	Activities
8/1/2011	Application Open	• Email out to all charter operators. Application posted on www.tn.gov/firsttothetop/
8/16/2011	Memphis FAQ/Information Session	• Held for all eligible 2012 i3 School Opening applicants* 3:30 PM, **Hyde Foundation Offices**, 17 West Pontotoc Avenue, Suite 200, Memphis, TN 38013
8/17/2011	Nashville FAQ/Information Session	• Held for all eligible 2012 i3 School Opening applicants* • 3:30 PM, **Charter Incubator Offices**, 209 10th Ave., South, Fourth Floor, Nashville, TN 37203
9/20/2011	CREDO Learning Effect Size Data Released	• Data and information about i3 eligibility as determined by effect size data will be released and posted www.tn.gov/firsttothetop/
9/22/2011	CREDO Learning Effect Size Call, #1, (optional)	• Call to provide information and answer questions around release of CREDO learning effect size data – Open to all eligible 2012 i3 School Opening Applicants • 4:00 PM • Dial-in: 888-354-0094 Passcode: 6976040
10/3/2011	CREDO Learning Effect Size Call, #2, (optional)	• A second call to provide information and answer questions around release of CREDO learning effect size data – Open to all eligible 2012 i3 School Opening Applicants • 3:30 PM • Dial-in: 888-354-0094 Passcode: 6976040
10/7/2011	Application Submission	• Applications must be submitted by 4:00PM CST via email to Laura Encalade, First to the Top Team, laura.encalade@tn.gov in the accepted formats.
10/14/2011	Applicant Notification	• Charter operators notified if they have been selected to move on to school visits and interviews. **Not all applicants will be selected to move past the written application round. This notification will include the school visit and interview date.*
10/19/2011-10/20/2011	School Visits	• School visits – applicant will be notified of the specific visit date and time on 10/14/11
10/26/11-10/28/2011	Interviews	• Applicant will be notified of specific interview date and time on 10/14/11. • School leaders <u>must be identified for Type A and B applicants and must attend</u> these interviews. For <u>Type C, a school leader must be identified if currently operating fewer than 5 schools and must attend the interviews.</u> Type C applicants currently operating 5 schools or more may identify a school leader in the application and if identified, that leader should also attend the interviews.
11/8/2011	Selection Finalized	• Applicants will be contacted directly by ASD
11/15/2011	Award Announcement	• Press Release • ASD Email Deployment • Draft MOUs sent to awardees
11/21/2011	Awardee Meetings	• Awardees will be asked to attend meetings about MOUs and grant details

All applications must be submitted by email to Laura Encalade at laura.encalade@tn.gov , and must be received no later than 4:00PM CST on Friday, October 7, 2011.
*Applicant eligibility for Type B and C operators contingent upon CREDO effect size data release on Sept. 20th.

Selection Process Rules

Selection Rules
1. All selections must be made with ASD and NSNO approval.
2. All decisions must be made solely based on selection rubrics.

Selection Structure
1. 2 teams constructed of three members each
2. All applications initially scored
3. Teams convene to finalize scoring for each application
4. Highest scored applications invited to interview
5. School site visits conducted (for Type B and C only)
6. Interview and site visit data added into scoring and final scoring completed

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Section 6. I3 Operator Application – 2012 School Openings

Applications should be in Arial 11 font. Parts I and II should not exceed 30 pages (not including appendices), and should be submitted in one PDF Document. Part III should be submitted in Excel format. **All applications must be submitted by email to Laura Encalade at laura.encalade@tn.gov , and must be received no later than 4:00PM CST on Friday, October 7, 2011. *If appendices are included, please provide a list of attached appendix documents as a cover sheet.***

PART I: APPLICANT INFORMATION

1. Name of charter operator/school

2. For each school currently operated: name, year of opening, state site code

3. Start date of most senior official of operator (CEO, Executive Director, Principal, etc.)

4. If a new operator, provide the name and years of any school that the prospective leader previously led or served on as a member of the leadership team

5. Identify an *Application Contact*, the primary person to receive updates and notifications, and include name, title, phone number, mailing address and email address

PART II: PROJECT NARRATIVE. Describe the charter operator/management organization model (if operating a single school site, describe structure of school leadership team and if a new operator, describe the proposed model); include the following information:

1. **Structure:**
    a. Organizational chart
    b. Job description for each leadership role (attach in appendix)
    c. Resumes of all current leadership (attach in appendix) *NOTE: Leaders must be identified for both Type A and B applicants and for Type C applicants if they currently operate fewer than 4 schools. For Type A applicants, information on the organization's director of finance and operations and board of governors should be provided if available.*
    d. **For Types B & C**: Provide a narrative that explains the delineation of roles and responsibilities between the network and the schools and the decision rights of principals/school leaders. Please include any network non-negotiables in terms of school design.

2. **School Design:**
    a. *Strategy*: What is the school's mission and values? How does the school leader plan to operationalize these? If applying for Type B or Type C awards, please also explain how the school will operationalize the network's strategic non-negotiables along with any unique program elements.

    b. *Instructional Plan*: Please describe how the operator plans to accelerate learning for a diverse student population. Include details about curriculum, interventions, special education, and monitoring classroom instruction.

    c. *Data-Driven Instruction*: What is the school's process for setting ambitious student achievement goals? How will student academic progress be monitored?

d. *School Culture*: Describe how the school plans to align staff and students around high expectations for student learning and behavior.

e. *Professional Development*: Describe the school's plans for ongoing professional development of staff.

f. *Non-classroom Staff*: Please explain how the school will staff to ensure high-quality teacher support, family and student support, smooth school operations, and compliance with all applicable policies and procedures.

g. *Performance Management*: Please describe the school's performance management system and process. Provide performance rubrics or appropriate supporting documentation if available (attach as appendix).

h. *Enrichment and Co-Curricular Learning Opportunities*: Please describe any enrichment and/or co-curricular learning opportunities (i.e. athletics, clubs, fine arts, etc.) the school plans to offer for students. Provide the staffing model for enrichment and any external organizations the school plans to engage.

i. *Family Outreach and Engagement*: Please describe the school's strategy for recruiting and enrolling students. How does the school plan to invest students and families prior to the school's opening and on an ongoing basis throughout the school year?

3. **Support:**
   a. *Operations*: Describe how the charter management organization (or school leadership team if single site operator) will support operational execution. Please provide narrative or attach evidence that illustrates which services the CMO plans to provide individual schools, the staffing model, performance metrics, and an explanation of the delineation of responsibilities between the network and the schools.

   b. *Financial Capacity*: Describe how the network ensures financial accountability and compliance. Who are the key staff members? What technology supports internal control systems and financial accounting? Please include an explanation of how the roles and responsibilities differ between the network and the individual schools. Please include board-approved financial control policies if available (attach in appendix). *NOTE: For Type A applicants, information on the organization's director of finance should be provided if available.*

   c. *Talent Management*: Describe how the charter management organization (or school leadership team if single site operator) will support the hiring, development, and evaluation of staff. Please include an overview of the hiring process and an explanation of how and at what step the school leader will be involved in site-based hiring decisions. Please provide any existing performance evaluation rubrics and internal selection criteria if available (Attach as appendix).

   d. *Leadership Development*: Describe how the charter management organization (or school leadership team if single site operator) will recruit and train leaders to support succession planning and/ or future expansion. Explain who is responsible for school leader coaching and evaluation and how those processes will be operationalized. Please include any existing school leader competency model(s) used for school leader selection and evaluation if available (Attach as appendix).

e. *Community Engagement*: Describe the operator's current strategy for engaging families and communities. Please list any key personnel serving in this role. Include student attrition data for each school, assumptions underlying the data, and the length of the waitlist at any or all campuses.

f. *Monitoring School Quality*: Explain how the leadership team (if single site) and/or network (multiple campus operators) will monitor performance of each school. What are the student achievement and organizational goals? How is data captured, discussed, and used for action planning? (Attach any sample rubrics etc. as appendix).

g. *Governance:* Describe the board's accountability policies towards the school. How will the board monitor the school's finances on a month-by-month basis? What are the expectations for the performance of the CMO leader, and what happens if those expectations are not met? Please provide any existing financial management or performance management documents used by the board, as well as bios of all current board members, and a list of all board committees and committee members (Attach as appendix). *NOTE: For Type A applicants, information on the organization's board of governors should be provided if available.*

4. **Leadership for Expansion:**
   a. Provide bios and resumes for the leadership team that will operate the new school. Please include previous student achievement data for the designated principal.

   b. If leaders have yet to be selected, note the hiring process, timeline, recruitment strategies and process for leadership team selection. Also, please describe the plans for leadership training and development of selected leader. If partnering with an organization, please briefly describe the main components of the training program.

   Please Note: Type A and Type B applicants must have an identified school leader in order to be considered for 2012-13 School Opening awards. If operating fewer than 4 schools, Type C applicants must also have an identified school leader to be considered for application.

PART III: FINANCIAL PLAN[1]   The Financial Plan should provide an understanding of how the charter operator intends to manage the school's finances, and how the operator intends to use i3 funds. It should present a clear picture of both the proposed school's and the operator/CMO's financial viability including the soundness of revenue projections; expenditure requirements; operating reserves; expected fundraising needs (expressed as cost/student;) and how well the school's budget aligns with and supports effective implementation of the educational program. Please provide the following:

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[1] Borrowed from Louisiana Department of Education's Evaluation Rubric for new charter applicants.

1. Financial model (please provide in Excel format). Please note all assumptions that drive your budget model (i.e. per pupil MFP, student enrollment, staffing FTEs, daily bus cost, etc.) should be clearly shown and labeled in your budget model so that a reviewer unfamiliar with your organization/school's finances can easily see what drives your revenue and expenditure assumptions. If you have specific questions related to your budget model during application process, please email Laura Encalade at laura.encalade@tn.gov
   a. CMO budget (*Required for Type B and Type C applicants*)
      i. Multi-year (3+) budget for every school currently in operation
      ii. Multi-year (3+) budget for charter management organization
      iii. Current balance sheet or most current financial statements
   b. School budget *(Required for all applicants)*
      i. Budget covering the term of the charter (5-years)
      ii. Start-up year plan with assessment of and plan for costs
      iii. Monthly cash flow projections for the first 18 months of school operations
   c. Budget narrative detailing use of i3 funds, including
      i. Allocation of funds by role to be funded by i3 award
      ii. Allocation of i3 funds by year (*Type A and B only – Type A award is 18 months, Type B award is 36 months while Type C award is 12 months only*)
      iii. Allocation of funds for additional non-personnel start-up costs *(Type A only)*

In addition to how you plan to use i3 funds, we want to gain an understanding of how your financial plan changes should you not receive an i3 award, i.e. what positions are only filled with inflow of i3 funding. You can provide this information in Word narrative or Excel budget model format, whichever format tells this story best. i3 fund uses are restricted based on the type of school / CMO, and type of funding available:

Number of schools currently operated	Allowable Uses	Example Uses[2] *(including but not limited to)*	Estimated Award Size
0 (New Operator)	▪ Incubation year (7/1/11 – 6/30/12) plus 7/1/12 – 12/31/12 ▪ Personnel and fringe benefits for school leadership team and school / CMO office support ▪ Equipment and supplies for school startup ▪ Travel	▪ Salaries and benefits for CMO CEO, school principal, and school academic dean, lead academic teachers, dean of students ▪ Salaries and benefits for business/operations/data staff and administrative support personnel ▪ Computers, books, copier, and software ▪ Travel for school leadership to visit high performing charter schools across the country.	▪ Up to $800,000 over 18 months. Funds available for incubation year (8/15/11-6/30/12) and the first 6 months of new school's operation (7/1/12-12/31/12).
1	▪ Incubation year (7/1/11 – 6/30/12) and 2 years of operations (7/1/12 – 6/30/14)	▪ Salaries and benefits for school principal and 2 assistant principals / deans during incubation	▪ Up to $900,000 over three years: 1

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[2] For specific questions on allowable use of funds during application process, please email Laura Encalade at laura.encalade@tn.gov. All questions and answers will be posted on http://www.tn.gov/firsttothetop/

	▪ Personnel and fringe benefits for school leadership team *in incubation year only* ▪ Personnel and fringe benefits for CMO support staff *during incubation and years 1 and 2 of operations*	▪ Salaries and benefits for three years for a CMO-based turnaround specialist ▪ Salaries and benefits for parent outreach specialist ▪ Salaries and benefits for 1.5 FTEs of additional office management support	incubation year (8/15/11 – 6/30/12) and 2 years of operations (7/1/12 – 6/30/14)
2,3, or 4	▪ Incubation year (7/1/11 – 6/30/12) and 2 years of operations (7/1/12 – 6/30/14) ▪ Personnel and fringe benefits for school leadership team *in incubation year only* ▪ Personnel and fringe benefits for CMO support staff *during incubation and years 1 and 2 of operations*	▪ Salaries and benefits for school principal and 2 assistant principals / deans during incubation ▪ Salaries and benefits for three years for a CMO-based turnaround specialist ▪ Salaries and benefits for parent outreach specialist ▪ Salaries and benefits for 1.5 FTEs of additional office management support	▪ Up to $1,000,000 over three years: 1 incubation year (8/15/11 – 6/30/12) and 2 years of operations (7/1/12 – 6/30/14)
5 or more	▪ Incubation year only (7/1/11 – 6/30/12) ▪ School leadership team only	▪ Salaries and benefits for school principal and 2 assistant principals / deans	$350,000 over 1 incubation year (8/15/11 – 6/30/12)

2. A copy of your 503(c)(3) status letter, or a copy of your fiscal agent's 501(c)(3) status letter (attach in appendix). If tax-exempt status not yet available, please provide date of submission to IRS for tax-exempt status.

3. A copy of your organization's most recent Financial and Compliance Audit Together with Independent Auditor's Report (attach in appendix). This should include any Independent Auditor's Report on internal controls and compliance related to OMB A-133. If no audited financial statement is yet available, please provide most recent packet provided to your Board finance committee.

4. Your organization's most recent tax return if available (attach in appendix). If the organization has not yet submitted a tax return, please offer a brief explanation.

The contents of this Application were developed under a grant from the U.S. Department of Education, Investing in Innovation (i3) Program. However, these contents do not necessarily represent the policy of the U.S. Department of Education, and you should not assume endorsement by the Federal government.

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Section 7. Selection Rubrics for Type A, B, and C Applications

New Charter School / CMO (Type A) Selection Rubric

100%	***Administrative Structures***	16 pts	School Administration and Operations – Description of how the new school will ensure adequate levels of teacher and student support: ▪ Staffing ▪ School Operations ▪ Financial Viability ▪ Governance
	School Leadership	28 pts	*Experience and Leadership Capability of Applicant Team* – extent to which school leadership team has successfully led schools in the past and/or managed complex projects that serve multiple schools, and demonstrates leadership capabilities to be successful
	School Design	56 pts	*Evaluation of School Design* – extent to which applicant proposes a bold yet achievable turnaround school design, including: ▪ Instructional plan ▪ Goals ▪ Curriculum ▪ Data-driven instruction ▪ Staff hiring ▪ School culture ▪ Professional development ▪ Performance management ▪ Enrichment ▪ Family and community engagement
Absolute Requirement	***Financial Viability***	Applicant presents a financially viable business model for school operations	
Absolute Requirement	***School Leadership***	Applicant schools must have identified a school leader and he/she must be available for interview, and the school leader must: o Have 2+ years of experience as a leader with management responsibility (assistant principal or above strongly preferred) at a high-performing open enrollment school o Have been responsible for significant student achievement gains teaching a high-poverty population	
Absolute Requirement	***Demographic Served***	Applicant schools must agree to serve a student population that is no less than 65% free and reduced-price lunch	

Individual Charter School Expansion (Type B) Selection Rubric

		This rubric will be used solely for charters management organizations currently operating only one school and seeking to expand.	
50%	***i3 Effect Size Score*** *(this portion of the rubric is the same for both Type B and Type C schools)* *NOTE: The i3 Effect Size minimum requirement must be met to be eligible for i3 application.*	*Points for the number of qualifying schools*	
		3 pts	Applicant has 1 qualifying school
		10 pts	Applicant has 2 qualifying schools
		15 pts	Applicant has 3 qualifying schools
		20 pts	Applicant has 4 or more qualifying schools
		Points for effect size scores of qualifying schools	
		15 pts	Average effect size across all schools is ≥ 0.05
		18 pts	Average effect size across all schools is ≥ 0.10
		21 pts	Average effect size across all schools is ≥ 0.15
		24 pts	Average effect size across all schools is ≥ 0.20
		27 pts	Average effect size across all schools is ≥ 0.25
		30 pts	Average effect size across all schools is ≥ 0.30
50%	***Expansion Readiness***	15 pts	Administrative structures ▪ CMO leadership expertise ▪ Clear delineation of roles between CMO and school ▪ School quality ▪ School performance management ▪ Operations support ▪ Financial viability ▪ Leadership development ▪ Talent management ▪ Community engagement ▪ Governance
		12 pts	School leader expertise ▪ Experience ▪ Training ▪ Leadership competencies
		23 pts	School Design ▪ School strategy ▪ Instructional plan ▪ Curriculum ▪ Goals ▪ Data-driven instruction ▪ School culture ▪ Staffing structure ▪ Professional development ▪ Performance management ▪ Enrichment ▪ Student and family engagement

Absolute Requirement	*Financial Viability*	Applicant presents a financially viable business model for current operations and school expansion
Absolute Requirement	*Demographic Served*	Applicant schools must agree to serve a student population that is no less than 65% free and reduced lunch
Absolute Requirement	*School Leader Identified*	Type B applicants must have an identified school leader available for interviews.
Absolute Requirement	*Learning Effect*	The charter school/operator or CMO must meet the i3 Effect Size requirement: Only charter school operators that achieve a statistically significant effect size of .1 or higher in reading or math (with neither reading nor math being statistically significant and negative) are eligible to apply. For charter school organizations operating more than one school, ALL schools operated must achieve a statistically significant effect size of .1 or higher in reading or math (with neither reading nor math being statistically significant and negative) for the operator to be eligible to apply. (See 2012-13 i3 Eligibility attached as APPENDIX.)

Network Expansion (Type C) Selection Rubric

		Points for the number of qualifying schools	
50%	**i3 Effect Size Score** *(this portion of the rubric is the same for both Type B and Type C schools)* *NOTE: The i3 Effect Size minimum requirement must be met to be eligible for i3 application.*	3 pts	Applicant has 1 qualifying school
		10 pts	Applicant has 2 qualifying schools
		15 pts	Applicant has 3 qualifying schools
		20 pts	Applicant has 4 or more qualifying schools
		Points for effect size scores of qualifying schools	
		15 pts	Average effect size across all schools is ≥ 0.05
		18 pts	Average effect size across all schools is ≥ 0.10
		21 pts	Average effect size across all schools is ≥ 0.15
		24 pts	Average effect size across all schools is ≥ 0.20
		27 pts	Average effect size across all schools is ≥ 0.25
		30 pts	Average effect size across all schools is ≥ 0.30
50%	**CMO Structures**	16 pts	*Expansion readiness* – Description of how CMO central office team will be structured to deliver excellent service to schools, specifically in the areas of: - Leadership capacity - School quality monitoring - Operations support - Financial viability and capacity - School leader development - Delineation of what decisions will be made centrally by CMO and what decisions will be made by individual school site - Human capital - Performance management system - Community engagement - Governance
	School Leadership	9 pts	*Experience of School Leadership Team* – extent to which the designated school leader has strong leadership qualities and has successfully led others to achieve significant gains in student achievement OR evaluation of school leader selection process and training programs if no leader has been selected (Operators with 4 or more schools only)
	School Design	25 pts	*New School Design* - School strategy - Instructional plan - Curriculum - Goals - Performance management - Data-driven instruction - School culture

This rubric will be used for any CMO that already operates two or more schools and will be opening additional schools.

			▪ Staffing structure ▪ Professional development ▪ Enrichment ▪ Student and family engagement
Absolute Requirement	*Financial Viability*		Applicant presents a financially viable business model for current operations and school expansion
Absolute Requirement	*Demographic Served*		Applicant schools will be at least 65% free and reduced lunch
Absolute Requirement	*School Leader Identified*		Type C applicants with fewer than 4 schools must have an identified school leader available for interviews.
Absolute Requirement	*Learning Effect*		The charter school/operator or CMO must meet the i3 Effect Size requirement: Only charter school operators that achieve a statistically significant effect size of .1 or higher in reading or math (with neither reading nor math being statistically significant and negative) are eligible to apply. For charter school organizations operating more than one school, ALL schools operated must achieve a statistically significant effect size of .1 or higher in reading or math (with neither reading nor math being statistically significant and negative) for the operator to be eligible to apply. (See 2012-13 i3 Eligibility attached as APPENDIX.)

APPENDIX

I3 Eligibility 2012-13 Openings

Type A – i3 Funding

Brand new start-up school/CMO with single site in year 1 (No schools currently open.)
- Total award of up to $800,000 over 18 months
- Funds available for school leadership personnel as well as other school start up costs
- Must apply for and be awarded a charter or an amended charter for 2012 school opening *(If an i3 awardee applies for and is not awarded a charter for 2012-13, funding will cease.)*
- Must commit to serving all students currently enrolled in the failing school who wish to attend the new charter school
- Must commit to operate an open-enrollment school and enroll any pupil who is eligible under the residency requirements established in the charter
- Must commit not to implement any academic selection or exit requirements
- The organization's leader must:
  - Have 2+ years of experience as a leader with management responsibility (assistant principal or above) at a high-performing open enrollment school
  - Have been responsible for significant student achievement gains teaching a high-poverty population

POTENTIAL TYPE A APPLICANTS. 2012 SCHOOL OPENINGS:
At the time of application, must have, at minimum, a school leader who meets the above criteria and who is available for interview. If available, should also provide information on the proposed director of operations and finance and the proposed board of governors.

Type B – i3 Funding

Existing single school seeking to open additional schools and concurrently build staff capacity at the CMO level
- Total award of up to $900,000 over three years – 1 incubation year (2011-12) and 2 years of operations (2012-13 and 2013-14)
- Funds available for school leadership personnel and central office personnel only
- Must apply for and be awarded a charter or an amended charter for 2012 school opening *(If an i3 awardee applies for and is not awarded a charter for 2012-13, funding will cease.)*
- Must commit to serving all students currently enrolled in the failing school who wish to attend the new charter school
- Must commit to operating an open enrollment school that *serves all students* in Achievement School District (ASD) attendance zone in either Memphis or Nashville
- Must commit not to implement any academic selection or exit requirements
- Operator must meet learning effect size criteria to be eligible – see Section 4. Because at least one full year of student testing data is required to conduct the i3 Effect Size analysis of an applicant's test scores, only schools and CMO's with at least 1 school with 1 full year of academic state testing data under the current operator are eligible to apply for Type B or Type C funding. For TN 2012 school openings, the effect size data run is using testing data from the 2007-08, 2008-09 and 2009-10 school years.
- Must have a school leader selected for the expansion site at the time the application is submitted.

   POTENTIAL TYPE B APPLICANTS - 2012 SCHOOL OPENINGS:

- *Freedom Prep*
- *Memphis College Prep*
- *New Vision*

- *Promise Academy*
- *Soulsville Charter School*
- *STAR Academy*
- *Veritas College Prep*

Type C – i3 Funding

- **CMO currently operating two schools or more and seeking to open additional schools**
- For CMOs with 2, 3, or 4 schools:
    - Total award to equal $1 million over three years – 1 incubation year (2011-12) and 2 years of operations (2012-13 and 2013-14)
    - Funds available for school leadership personnel and central office personnel only
- For CMOs with 5 or more schools:
    - Total award not to exceed $350,000 over 1 incubation year (2011-12)
    - Funds are available for school leadership personnel only
- Must apply for and be awarded a charter or an amended charter for 2012 school opening *(If an i3 awardee applies for and is not awarded a charter for 2012-13, funding will cease.)*
- Must commit to operating an open enrollment school that *serves all students* in the Achievement School District (ASD) attendance zone in either Memphis or Nashville
- Must commit NOT to implement any academic selection or exit requirements
- Operator must meet learning effect size criteria to be eligible – see Section 4. Because at least one full year of student testing data is required to conduct the i3 Effect Size analysis of an applicant's test scores, only schools and CMO's with at least 1 school with 1 full year of academic state testing data under the current operator are eligible to apply for Type B or Type C funding. For 2012 school openings, data was run in February 2011 for the 2007-08, 2008-09 and 2009-10 school years.

POTENTIAL TYPE C APPLICANTS 2012 SCHOOL OPENINGS:

- *City University*
- *KIPP Nashville*
- *KIPP Memphis*
- *LEAD Public Schools*
- *Memphis Academy of Health Sciences*
- *Memphis Business Academy*
- *Omni Schools*
- *Power Center*